



USAID | **SERBIA**
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ANNUAL DEVELOPMENT OBJECTIVES AND INTERMEDIATE RESULTS REPORT #3

SUSTAINABLE LOCAL DEVELOPMENT PROJECT IN SERBIA

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September 30, 2013

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CONTENTS

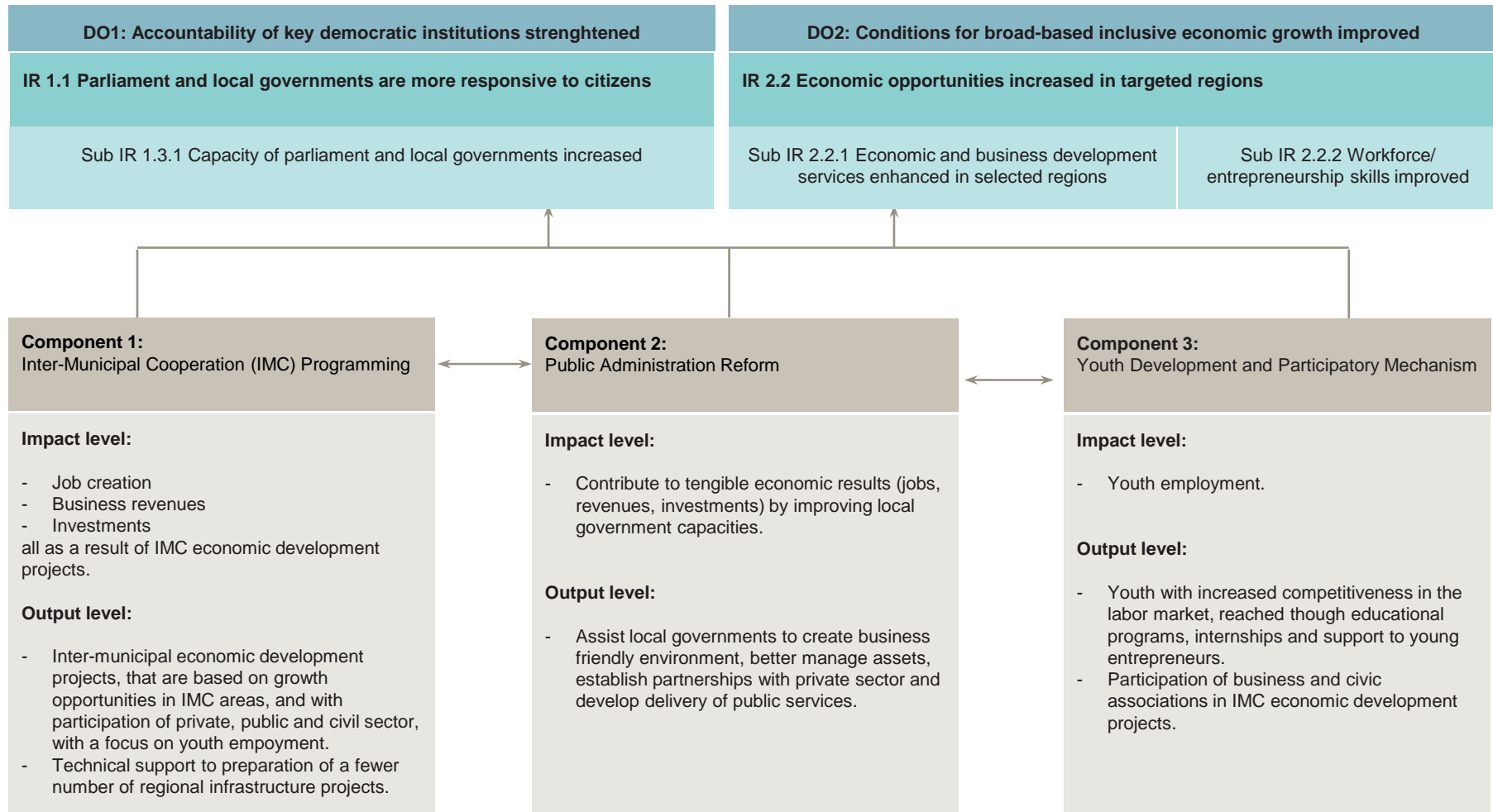
1. ABOUT THE PERFORMANCE MONITORING PLAN	4
2. SUMMARY OF RESULTS.....	6
3. DETAILED REPORT ON THE STATUS OF INDICATORS	9

Annex A:	New Criteria Programs and IMC Economic Development Projects
Annex B:	Overview of the Capacity Improvements in the Project-assisted Local Governments

LIST OF ACRONYMS

AO	Assistance Objective
BFC	Business Friendly Certification
CAC	Citizen Assistance Center
CBC	Cross Border Cooperation
COP	Chief of Party
COR	Contracting Officer's Representative
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
EU PROGRES	The European Partnership with Municipalities
GoS	Government of Serbia
IMC	Inter Municipal Cooperation
IPA	Instrument for Pre-Accession Assistance (European Union)
IR	Intermediate Result
ISDAON	Inter-Sectoral Development Assistance Coordination Network
LED	Local Economic Development
LG	Local Government
M&E	Monitoring and Evaluation
NALED	National Alliance for Local Economic Development
NCP	New Criteria Program
NES	National Employment Service
PMP	Performance Monitoring Plan
PPP	Public Private Partnership
PUC	Public Utility Company
RDA	Regional Development Agency
SAA	Stabilization and Association Agreement
SCTM	Standing Conference of Towns and Municipalities
SEIO	Serbia European Integration Office
SLAP	System for Local Authority Investment Pipeline (hosted by SCTM)
STP	Science and Technology Park
STTA	Short-term Technical Assistance
USAID	United States Agency for International Development

USAID's Sustainable Local Development Project in Serbia - Activity Framework



1. About the Performance Monitoring Plan

In the 2013 program year, four major events affected the performance reporting of the Sustainable Local Development Project, as outlined below:

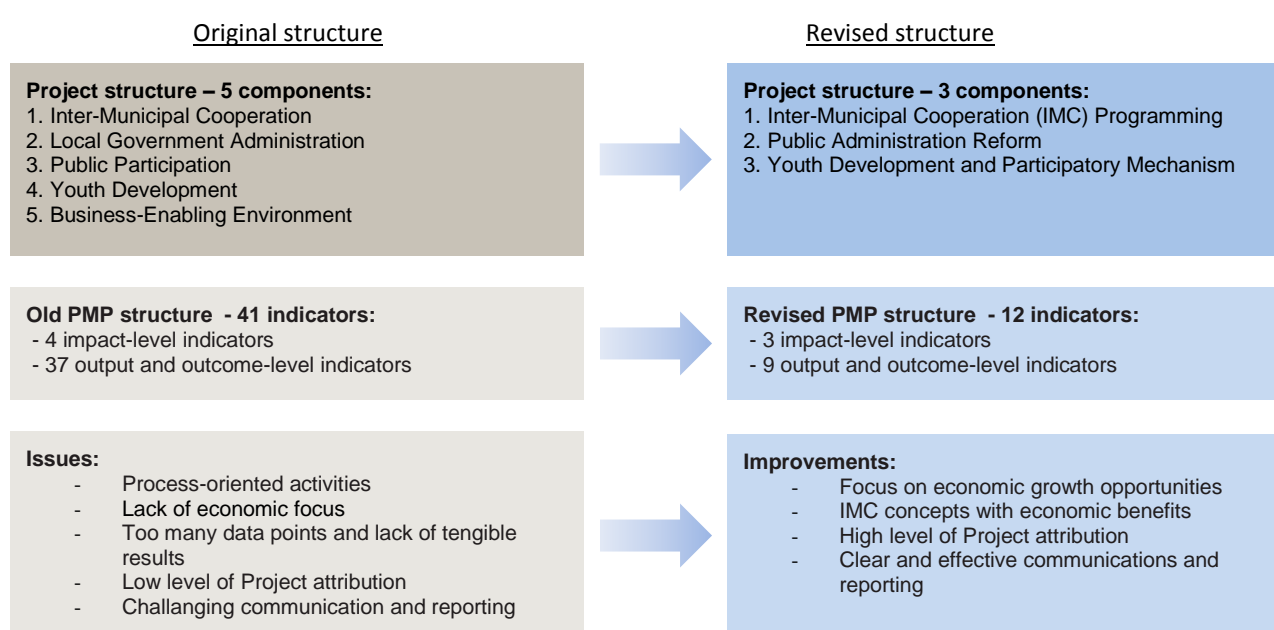
- a) **October 2012: The Project refined its approach** by focusing on the economic side of the inter-municipal partnerships.

The Project has been re-organized from five to three components, and now has a clear focus on activities that are economically feasible, add jobs and increase business sector revenues, as well as help youth to become more competitive on the labor market. The main operational mechanism for these activities is the New Criteria Program (NCP) – an Inter-Municipal Cooperation (IMC)-based economic development plan, created to assist business development through support to activities that will attract FDI and expand revenues of the SME sector through innovations and increased competitiveness.

Project components:

1. Inter-Municipal Cooperation (IMC) Programming - assisting IMC partners to add jobs by supporting private sector expansion.
2. Public Administration Reform – building institutional and technical knowledge and skills for comprehensive IMC economic development.
3. Youth Development and Participatory Mechanism – forging partnerships between the public, private and civil society sectors to grow local economies, increase participatory decision-making and curb youth outmigration and unemployment.

- b) **April 2013: The Project team proposed a revision of the Performance Monitoring Plan (PMP).** The revision is described in short below:



At the level of impact, the revised PMP measures a volume of business sector revenues, investments, and job creation resulting from these investments, as well as employment of directly assisted youth.

At the output level, the PMP monitors implementation of the IMC economic development projects. The main implementation goal is to employ available Project resources, i.e. Component 2 and 3 technical capacity, short-term technical assistance (STTA), subcontracts and grants to support various aspects of IMC economic development concepts and projects. In other words, the Project will act as one team, and technical components will work together to ensure the best possible use of resources, avoiding a “stovepipe approach”.

- c) **June 2013: The mid-term evaluation of the Project provided recommendations**, which were in line with the concerns and challenges identified and raised by the Project team before the evaluation. In terms of performance management, the Project team plans to work on the following:
 - Reporting on the impact will be based on the Project’s direct contribution to two groups of economic results—(1) investments attracted and (2) expansion of the business sector—which all lead to job creation, the Project’s absolute priority. In the first two years, the Project’s activities were oriented more towards forms and mechanisms of inter-municipal cooperation, which consumed most of the Project’s human resources, while the economic focus was a secondary priority.
 - Proper performance measuring will require that the Project develop a mini-plan for monitoring and evaluation, adapted to each of the eight NCPs. More detail is provided in Section 2 of this report.
- d) **September 2013: The USAID Mission in Serbia refined its Country Development Strategy.**

At the time of writing this report, the Project received the Executive Summary of the latest USAID Country Development Strategy. The Project remains fully aligned with USAID’s strategic goal of “Serbia’s Stability and Euro-Atlantic Integration Advanced” and development objectives “DO1: Accountability of Key Democratic Institutions Strengthened”, and “DO2: Conditions for Broad-Based Inclusive Economic Growth Improved”. However, some adjustments in the proposed PMP revision from April 2013 may be needed to adapt it to the new USAID Strategy, especially on the level of intermediate results and the Project’s corresponding indicators.

2. Summary of Results

The third Annual DO and IR Report is the PMP status report of the Project's performance indicators as of September 30, 2013. It covers the third year of project implementation for the period of October 1, 2012 – September 30, 2013.

The structure of the PMP for the Sustainable Local Development Project and the current status of the indicator are presented in the table below:

Level	Indicator	LOP target	Sep2013 target	Sep2013 status
IMPACT	1. Number of business-sector jobs created in participating municipalities as a result of the Project's IMC activities	2,000	300	479
	2. Volume of business revenues in the Project supported sectors	\$ 120 million	\$ 20 million	\$ 0
	3. Direct private and public sector investments into the Project-supported IMC areas	\$ 120 million	\$ 20 million	\$ 0
OUTCOME / OUTPUT	4. Number of inter-municipal economic development projects implemented, which meet the critical path milestones	20	8	12
	5. Number of business friendly municipalities	17	12	16
	6. Number of municipalities that have established or improved management practices.	32	17	13
	7. Number of PPPs created in the delivery of public services	7	3	3
	8. Number of youth with increased competitiveness in the labor market	1,050	450	927
	9. Number of major infrastructure inter-municipal projects assisted in the process of applying for the EU and GOS financing.	5	2	2
	10. Number of locally elected and appointed officials, CSO members, media and the business community trained	1,750	1,205	1,610
	11. Number of corporate social responsibility initiatives supported	4	0	2
	12. Number of initiatives involving dialog between the public, private and civil sectors	58	30	33

Key Accomplishments in FY 2013:

- 479 young people found jobs as a result of the Project-supported activities within the Youth Development Component, through projects implemented with grant assistance to two civil society organizations (CSOs). Through CSO Smart Kolektiv, SLDP created internship and entrepreneurship opportunities for young people across the Nis, Novi Sad, Kraljevo and Subotica-led IMC areas (covering 17 municipalities). The Project also worked with the CSO Group 484 to train and help youth find employment and start their own businesses in 12 municipalities in the Novi Pazar, Vranje and Uzičë-led IMC areas.

- Three Public-Private Partnerships (PPP) were established with the Project's support: one PPP between the Municipality of Beocin and the LaFarge Company, and two between commercial banks and public sector partners. The Project facilitated set-up and contributed to the sustainability of the partnerships between ERSTE and UniCredit banks, national-level institutions (National Employment Service, Ministry for Youth and Sport), CSOs (Group 484 and Smart Kolektiv) and donors (USAID/SLDP) aimed at increasing employment among young people who wish to become entrepreneurs. These activities are also recognized as corporate social responsibility (CSR) initiatives, where ERSTE Bank provided non-commercial credit lines for start-ups, while UniCredit Bank provided approximately \$19,000 of direct grants to young entrepreneurs.
- Eight IMC economic development concepts, or New Criteria Programs, were developed based on identified private sector growth opportunities. Collectively, the Project committed to add at least 2,000 new jobs, \$120 million of new investments and an increase of business sector revenues by \$120 million by June 2015. Commitment of the IMC partners to the development concepts has been reached, and all plans have been approved by USAID.
- The value of funds allocated from donors for the ten approved municipal projects, which were prepared in FY 2012 through technical assistance, value-chain analysis and grants provided by the Project, is estimated at \$3,011,000.
- Launched the "Agriculture Entrepreneurship Incubator" Program to help unemployed youth in the Zrenjanin-led IMC area start their own agribusiness and grow highly profitable vegetable crops. The program will give young unemployed persons the knowledge and practical skills on how to run a small agribusiness and grow vegetables in greenhouses and open fields.
- Launched agribusiness expansion program in the Subotica-led IMC area, to increase domestic sales and exports of agricultural products and generate new jobs. The Project and representatives of the three Vojvodina municipalities, Subotica, Sombor and Kanjiza, signed an agreement for the joint implementation of this economic program. The Project will assist Subotica in equipping a laboratory that will test food for quality-control, and as needed for export licenses.
- Held two (of four) investment promotion coaching workshops for select Local Economic Development (LED) professionals from the Novi Sad, Uzice, Nis and Vranje-led IMC areas (encompassing 18 municipalities). Twenty six participants learned the latest investment trends and how to build on their communities' strengths (comparative advantage) and develop specific proposals for investors based on targeted sectors.
- Based on the analysis of both the supply and the demand side, the Project experts have prepared a Business Plan for STP Cacak, including the Annual Action Plan. The Project engaged a team of experts who conducted the assessment of the SME sector and academia innovation potential in the Kraljevo-led inter-municipal cooperation area (comprising Cacak, Kraljevo and three smaller municipalities). With the goal of improving regional competitiveness by expanding the private sector, the Project is supporting the Science and Technology Park (STP) in Cacak in becoming fully operational.
- Completed assessment of local textile industry in Novi Pazar IMC Area and provided recommendations for expanding the denim sector and attracting investors. Also, evaluated the

denim sectors in the Ukraine, United Arab Emirates and Turkey to determine the possibility of introducing products from the Novi Pazar IMC area to those countries.

- Completed an assessment of local furniture manufacturers in the Novi Pazar and Vranje IMC areas (covering seven municipalities). Based on assessment results, the Project will provide recommendations on how to increase the sale of locally manufactured furniture and expand the market for these products.
- The Project provided tailored technical assistance allowing the Bujanovac local government to obtain land for a planned economic faculty. While 400,000 euros from the EU sources were available for the construction of the faculty, the funds could not be accessed as the faculty was to be built on the land that did not belong to the municipality, but to the Heba mineral water company. The Project prepared a detailed legal analysis and proposed an exchange of land, removing the obstacle to building the faculty. Based on this analysis, the municipality will allocate land with mineral springs to Heba, while the company will give its land to the municipality, enabling the construction of the economic faculty.
- The Project and its partner organization the National Alliance for Local Economic Development (NALED) selected eight public-private partnership (PPP) concepts to receive expert and mentor assistance for further development and implementation.
- The Project, through implementing partner the Standing Conference of Towns and Municipalities (SCTM), organized five trainings for local officials on innovative tools and techniques for business attraction and institutional prerequisites for local economic development (LED). The two day trainings gathered 98 members of municipal assemblies, mayors, assistant mayors, heads of LED offices from the Novi Sad, Nis, Novi Pazar, Uzice and Kraljevo-led IMC areas, who developed their business and investment skills through workshops and coaching sessions.
- The Project continued supporting improvements to local governments (LG) asset management by providing technical assistance (TA) in preparation of immovable asset inventories that are suitable for commercialization across the Novi Pazar-led IMC area (IMCA). The Project also supported Uzice in training representatives from four IMCAs in asset inventory and management. The city hosted 24 LED officers from eight municipalities (Novi Pazar, Sjenica, Nis, Gadzin Han, Merosina, Bujanovac, Zrenjanin and Kikinda) who were presented with best practice models from the Uzice City Administration as well as local public enterprises.
- Provided technical assistance, legal recommendations and assisted in developing action plans for the development of potential brownfield sites in Bujanovac, Vladicin Han, Nis and Subotica.
- In December 2012, NALED awarded two LGs with Business Friendly Certificates (BFC): Sombor and Nova Varos – the Project successfully assisted both LGs in fulfilling the certification criteria.
- As part of a grant to the Belgrade Open School (BOS), ten mobile career guidance teams across eight local communities (Vranje, Bujanovac, Presevo, Vladicin Han, Novi Pazar, Sjenica, Zrenjanin and Kikinda) reached over 1,500 youths, with 700 young people directly receiving career counseling and career informing assistance. In addition, 250 youth participated in career workshops, while 100 young people made job-shadowing visits to 32 companies in Serbia. This program aimed to curb youth out-migration and provided young people with the necessary knowledge and skills to secure work in their communities.

3. Detailed Report on the Status of Indicators

Indicator	LOP target	Sep2013 target	Sep2013 status
1. Number of business-sector jobs created in participating municipalities as a result of the Project's IMC activities	2,000	300	479

Definition: Business sector jobs created in partner cities/municipalities as a result of the Project's efforts to develop and implement business opportunities and to engage private and public sectors. The indicator will capture the following:

- (a) Jobs created as a result of the private sector investments and jobs created as a result of increased revenues of the private sector, due to Project assistance.
- (b) Jobs found by young people assisted by the Project. The Project will provide intensive assistance to approximately 1,050 young people, and it is expected that 450 of them will be hired by the end of Project implementation.

Status: 479 young people employed.

Comments and Project's contribution: While the first tangible economic results from NCPs are expected in the next six to nine months, the Project reports an encouraging increase in youth employment, which came from the youth development activities with the Project partners. A total of 107 youths was employment (43 of those attending internship programs, and 64 of those participating in entrepreneurship programs organized by Smart Kolektiv and Group 484 -- both supported through the Project's grants fund. An additional 372 young people found jobs through the agency owned by Mr. Darko Mitrovic, a young entrepreneur from Novi Sad, whose agency provides HR service, linking businesses and job-seeking young people. Mr. Mitrovic applied for the Smart Kolektiv's entrepreneurship support program and received both mentorship and training assistance. In the course of a single year, he contributed to employment of 372 young people, age 15 to 30 years, and increased slightly the number of his own employees. Mr. Mitrovic is also a founding member of the Association of Young Entrepreneurs, an organization that is receiving Project's support.

Indicator	LOP target	Sep2013 target	Sep2013 status
2. Volume of business revenues in the Project supported sectors	\$ 120 million	\$ 20 million	\$ 0

The following New Criteria Programs were designed in FY2013 to increase volume of business revenues:

Nis IMC – The goal of this concept is to increase the IMC's dollar value of processed food products sold by at least 15 percent by June 2015. The Project's key partner in this endeavor is the City of Nis, primarily its Agriculture Department and LED office.

- Project 1: Building capacity of Nis Food Processing Support Center and Leskovac Technology and Food Processing Center.
- Activities: Web-based database for supply-demand data exchange; support in designing training program.
- Beneficiaries: The universe of food processors who benefit from the activity will be consisted of large and small existing and newly arrived businesses.

Results: First results are expected in March 2014, while more tangible results are expected by the end of calendar year 2014.

Uzice IMC – This concept, titled “Uzice Regional Value Chain,” is designed to increase purchases of IMCA products and services by the Anchor Tourism Industry by 10 percent by June 2015. The key partner in this project is the Regional Development Agency (RDA) Zlatibor.

Project 1: Value chain development between tourism industry buyers and potential vendors in the IMC area.

Activities: Value chain analysis; follow up activities to promote local products with market potential.

Results: RDA Zlatibor will complete value chain analysis by the end of December 2013, and it is expected that products and services with high marketing potential will be identified. The Project will then work on increasing competitiveness of the selected products and services, which will lead to increased sales by the end of calendar year of 2014.

Subotica IMC – The goal of this concept, “Subotica IMC Agribusiness Expansion,” is to increase sales (export and domestic) of agricultural products by 10 percent by June 2015. This concept will engage the LED offices of three IMCA LGs around three specific projects:

Project 1: A laboratory for agriculture products in Subotica.

Activities: Provision of equipment for the Laboratory for testing the quality of agricultural products and export certification in Subotica. The Project is also providing technical support to local apple producers to gain a certificate for geographic indication, and organize sales mission.

Project 2: An agricultural training center in Sombor

Activities: Equipping the training facility.

Project 3: A logistics/distribution center for agricultural goods in Kanjiza.

Activities: Support to PPP for the logistics/distribution center through NALED grant; technical assistance for distribution of products to Belgrade wholesale market.

Beneficiaries: Agriculture producers in Subotica IMC area.

Results: The first results could be expected by June 2014, while more tangible results will be recorded at the end of 2014.

Zrenjanin IMC – This concept is named “Diversification of Agriculture – New Jobs for Rural Youth,” and its goal is to increase IMC production of vegetables ultimately marketed to processors by 20 percent by June 2015. Key partners in this activity include the Zrenjanin, Kikinda and Novi Becej LGs, two associations of agricultural producers: Banatska Lenija and Carska Basta; and the extension service of the Ministry of Agriculture.

Project 1: Establishing Agriculture Business Incubator

Activities: TA for the Agribusiness Incubator operations; equipping three municipal incubators; demand analysis.

Beneficiaries: Producers of vegetables and food processors (existing and new).

Results: Increased sales and new jobs are expected from the Agribusiness Incubators in Zrenjanin, Kikinda and Novi Becej in late 2014 (after the first full season).

Novi Pazar IMC – The “Novi Pazar – Entrepreneurship that Sells” concept aims at increasing total exports of the sectors assisted by the Project by 10 percent by June 2015, and the key partner in this activity is the Sandzak Economic Development Agency.

Project 1: Increasing sales and exports of denim sector SMEs.
Activities: international STTA; sector analysis and recommendations;

Project 2: Increasing sales and exports of furniture sector SMEs.
Activities: international STTA; sector analysis and recommendations;

Beneficiaries: Denim, furniture and food producers.

Results: First results are expected in early FY 2014. Data on sales will be collected in cooperation with SEDA. Sales data for 2012 will be baseline.

Novi Sad IMC – The goal of this concept, “Metro Novi Sad: First Place for Business,” is to add 1,500 new jobs to the IMC area as a result of activities set in motion by the Project by June 2015.

Key partners: ICT Cluster, Metal Cluster, LED Office Beocin and LED offices in Novi Sad, Temerin and Sremski Karlovci.

Project 1: Market expansion of Vojvodina Metal Cluster
Activities: Increase the volume of business opportunities by providing a system that will help VMC member companies understand needs and decrease response time to international inquiries.

Beneficiaries: Firms that belong to VMC

Results: Increased volume of purchased products will be achieved in 2014. The sales data for 2013 will be baseline.

Kraljevo IMC – “Competitiveness through Innovation” is the concept that aims to support at least 50 innovations, which will lead to new SME sales in the marketplace by June 2015. Key partners are Impuls Center Kraljevo, Technology Park Cacak, and LED municipal offices.

Project 1: Support to Impuls Center Kraljevo and Technology Park Cacak.
Activities: The Project will work on building a culture of dialogue and innovative collaboration between SME and academia, and Berman Group will initiate analysis of a potential Technology Park and develop the operational concept. As part of one SoW Kraljevo will be part of Research Serbia's science/engineering/business gap.

Beneficiaries: SMEs who use Impuls Center services for developing products and innovations, and SMEs who cooperate with Cacak Technology Park.

Results: Increased SME competitiveness through innovation, while increased sales are expected by the end of 2014. The data for SME sales in 2012 will be used as a baseline.

Indicator	LOP target	Sep2013 target	Sep2013 status
3. Direct private and public sector investments into the Project-supported IMC areas	\$ 120 million	\$ 20 million	\$ 0

Definition: Dollar value of direct investment associated with the inter-municipal economic development projects, undertaken with the Project's support. Greenfield and Brownfield investment, and investments into expansion of capacities of any parts in value chains supported by the Project will be counted. Both investments from the private and public sectors will be counted.

Status: No investments attributable to the Project

Comments and Project's contribution:

Since spring 2013 the Project provides FDI coaching, combined with other activities within all three components to build capacities of municipal LED offices for targeted marketing and advanced techniques in investment attraction. In FY2013 the project held two (of four) investment promotion coaching workshops for select Local Economic Development (LED) professionals from the Novi Sad, Uzice, Nis and Vranje inter-municipal cooperation (IMC) areas (encompassing 18 municipalities). 26 participants learned the latest investment trends and how to build on their communities' strengths (comparative advantage) and develop specific proposals for investors based on targeted sectors.

It should be noted that the value of funds allocated from donors for the ten approved municipal projects, which were prepared in FY 2012 though assistance provided by the Project, is estimated at \$3,011,000. (\$2,032,000 from IPA EU; \$670,000 from Czech Development Agency; \$309,000 from GoS)

Recognizing the importance of the Cross Border Cooperation (CBC) Program for Serbian communities, and working with the Serbian European Integration Office, the Project supported its partner municipalities to apply for the EU CBC funds in early 2012. The Project organized a month-long training and provided hands-on expert assistance to assist them to prepare project proposals according to the EU application standards. The first result was approval of the project "Improvement of business and educational cooperation between Bulgarian and Serbian Furniture clusters", proposed by the Center for Development of Jablanica and Pcinja Districts.

Additionally, SLDP assisted RDA Banat in promoting the projects through the Vojvodina Brussels Office, leading to approval of funding for six projects.

SLDP provided a value chain analysis and marketing plan, based on which the Czech Development Agency, the EU Progress and the Serbian Government have released funding for three projects of Novi Pazar Agribusiness Center.

Indicator	LOP target	Sep2013 target	Sep2013 status
4. Number of inter-municipal economic development projects implemented that meet the critical path milestones	20	8	12

Definition: An inter-municipal economic development project is defined as a business opportunity identified and implemented in the Project supported IMC areas that engage the private, public and civil sectors in order to create jobs. (For more on the indicator definition see Revised PMP, dated April 15, 2013)

Status: Within eight New Criteria Programs, there are 12 IMC economic development projects in different stages of implementation.

Comments: The list of IMC economic development projects is available in Annex A.

Indicator	LOP target	Sep2013 target	Sep2013 status
5. Number of business friendly municipalities	17	12	16

Definition: Number of municipalities with NALED's business friendly certificate at the end of the project implementation, including the following:

- (a) At least 17 participating local governments assisted in achieving business friendly standards by the Project. This means that the Project provided technical assistance and the LG successfully responded to at least one NALED's recommendation, resulting in meeting at least one additional BFC criterion.
- (b) At least 17 local governments in Serbia are certified and/or re-certified after the Project completion. Certification and re-certification attained through NALED's Business-Friendly Certification program.

Status: 16 municipalities are business-friendly certified;
19 municipalities are assisted by the Project in BFC process; and
12 municipalities have been invited for re-certification.

Comments and Project's contribution: The Project provides direct technical assistance and FDI coaching to 19 partner municipalities.

Indicator	LOP target	Sep2013 target	Sep2013 status
6. Number of municipalities that have established or improved management practices.	32	17	13

Definition: The number of local governments that manage assets more sustainably, practice good governance techniques and have integrated business-related service initiatives into IMC development plans and projects.

In practice, any municipality that made at least three of the following improvements will be counted:

- 1) improved asset management (if a local government replicated Uzice best-practices through mentoring)
- 2) improved management and monitoring of public utility companies
- 3) inventory, prioritization and commercialization of brownfield investments
- 4) improvements made by municipalities in accordance with the BFC standards (if there is at least one improved capacity, measured by the BFC criteria)
- 5) established/supported business related services/procedures (including agribusiness) (if a local government supported the establishment of a mechanism that helps business sector to grow).

Status: By September 2013, a total of 13 local governments were assisted in their efforts to improve at least three of the above listed management practices.

Comments:

An overview of the capacity building activities can be found in the Annex B of the report.

Indicator	LOP target	Sep2013 target	Sep2013 status
7. Number of PPPs created in the delivery of public services	7	3	3

Definition: A Public-Private Partnership (PPP) is a cooperative venture between the public and private sectors that meets clearly defined public needs through an appropriate allocation of responsibilities, resources, risks and rewards among the partners. A PPP must involve some measurable private partner contribution to the cooperative venture in terms of cash contributions, monetized in-kind contributions, and/or non-cash leverage.

Status: Three PPPs established.

Comments: One PPP between the Municipality of Beocin and LaFarge. Two PPPs established within Youth Development component: The Project facilitated set-up and contributed to the sustainability of the partnerships between commercial banks (Erste and UniCredit respectively), national-level institutions (National Employment Service, Ministry for Youth and Sport), civil society organizations (Group 484 and Smart kolektiv) and donors (USAID/SLDP) aimed at increasing employment among young people who are seeking to become entrepreneurs. The Program is an excellent example of cooperation between the public and private sector whose ultimate objective is employment increase. The Project has provided mentoring support, internship opportunities and trainings to selected young entrepreneurs.

Within NALED's activity funded by the Project, called "Public-private partnership as development potential," a total of eight potential PPPs are identified. The goal of this project is to provide technical assistance for the development of action plans for PPP project ideas, thus enabling local governments to participate in such business arrangements with the private partners.

Indicator	LOP target	Sep2013 target	Sep2013 status
8. Number of youth with increased competitiveness in the labor market	1,050	450	927

Definition: Young men and women, age 15 to 30, participating in one of the two Project supported activities, aimed at increasing their competitiveness on the labor market:

- (a) a minimum of 250 youth internships piloted and successfully implemented, where at least 30% of targeted interns are involved in the IMC new criteria programs.
- (b) a minimum of 800 youth program participants in Project-supported educational programs.

Status: Since the beginning of the Project, a total of 757 youths participated on the Project-supported educational programs, and 170 internships were implemented with the Project support.

Comments and the Project contribution: The Project provided grants to Smart Kolektiv and Group 484 in 2012 and 2013.

Indicator	LOP target	Sep2013 target	Sep2013 status
9. Number of major infrastructure inter-municipal projects assisted in the process of applying for the EU and GOS financing.	5	2	2

Definition: A major infrastructure project is defined as "heavy investments, i.e. basic infrastructure, water and waste water systems, solid waste management, or road infrastructure." It also includes business enabling infrastructure, such as brownfields, greenfields, power supply, and gas infrastructure. The Project will provide technical support to at least five such projects on inter-municipal level, in order to improve status of their technical preparedness and increase probability of their financing.

Status: Two completed. One ongoing. Two planned.

Comments and Project contribution:

SLDP intervention completed:

1) Regional Waste Water Treatment South Morava River (Vranje IMC);

2) Topographic plan for bypass road to the industrial zone Bunusevac in Vranje; 1st part of SLDP intervention completed. Another project pending. The Project's assistance contributed to the other activities related to development of two Industrial Zones in Bunusevac, Vranje. EU PROGRES Program funded detailed regulation plans for this industrial zone, where two major investors will build their facilities. The City of Vranje, with assistance from the Government of Serbia will invest in its infrastructure, in accordance to the agreement signed with GEOX shoe factory.

Ongoing:

1) Reconstruction of Water Supply System "Pusta Reka" Doljevac (Nis IMC). Feasibility Study for Water Supply System was developed with the Project's assistance. Based on the Study Municipality will submit project proposal to Serbian government to reconstruct regional water supply system Pusta Reka (project value based on the Study is approximately 8 million euros).

Planned:

1) Feasibility study and design for the Service Road in the New Industrial Zone in Temerin. Status is pending (location permit issued; environmental assessment pending).

2) Agricultural Educational Center in Sombor (Subotica IMC) - Preparation of the conceptual and detailed designs for the reconstruction of the Center will be supported with the Project. RfP will be issued in October 2013.

The Project is supporting the above listed five infrastructure projects through its NCP activities. The Project's goal is to assist the IMCAs in applying for the EU and the Government of Serbia (GOS) financing, and all five of the abovementioned activities do fulfill this requirement. However, as not all of these projects are expected to enter the SLAP/ISDACON database, in 2014 the team will identify projects that can use the Project's assistance to get them over that last hurdle before they can access the EU or GOS funding, whether through new NCP activities or jointly with partners, such as the European Partnership with Municipalities (EU PROGRES).

There is also the possibility of overlap between infrastructure projects and the Project goal of creating viable PPPs. Should an infrastructure project also be a PPP it will be counted as both an

infrastructure project and PPP; these activities are not mutually exclusive and they can create more jobs than a pure infrastructure project.

Finally, there is an ongoing debate about the validity of the SLAP Database. In the past year, the SLAP system did not prove to be a central project database; rather, it was utilized as one of several ways to list project candidates for IPA funding. Therefore, it is difficult to predict the project pipeline mechanism that will be used for EU financing.

Indicator	LOP target	Sep2013 target	Sep2013 status
10. Number of locally elected and appointed officials, CSO members, media and the business community Trained	1,750	1,205	1,610

Definition: Locally elected and appointed officials, members of CSOs, media and business community participate in any project-sponsored training and/or have their skills/knowledge improved through the technical assistance provided by the Project.

Status: Since the beginning of the Project implementation total participation on the Project-sponsored trainings was 1,610. Out of that number, 45.2% are female participants. During FY2013, the total number of trainees was 655.

Comments: The complete training database is available upon request.

Indicator	LOP target	Sep2013 target	Sep2013 status
11. Number of corporate social responsibility initiatives supported	4	0	2

Definition: Number of CSR initiatives supported, demonstrating a sustainable mechanism(s) to monitor and improve local business environment.

Corporate Social Responsibility (CSR) is a company's sense of responsibility towards the community and environment (both ecological and social) in which it operates. The goal of CSR is to embrace responsibility for the company's actions and encourage a positive impact through its activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere who may also be considered as stakeholders. Companies express this citizenship through, for example (1) their waste and pollution education processes and (2) by contributing educational and social programs.

Status: Two CSR initiatives completed

Comments and Project's contribution:

- 1) ERSTE Bank established a credit line for youth entrepreneurs and distributed approximately 100,000 euros under special conditions that include lower interest rates with no collateral or guarantees needed. Additionally within this program, called "Super Step", the bank provides advice and mentorship for business planning.

During 2013, the Project worked to create internship and entrepreneurship opportunities for young people across the Nis, Novi Sad, Kraljevo and Subotica –led inter-municipal cooperation areas (covering 17 municipalities). Together with implementing partner and SLDP grantee Smart Kolektiv (SK), the Project supported youth to acquire business skills and

gain internship and entrepreneurship experience thus enabling young people to successfully enter the labor market.

This internship and entrepreneurship assistance program was carried out in partnership between Smart Kolektiv, Erste Bank and the National Employment Service, with support from the Ministry of Youth and Sports and demonstrates that cooperation between the public and the private sectors is a winning combination for tackling youth unemployment in Serbia.

- 2) Unicredit Bank provided financial assistance and actively participated in the activities organized by the CSO Group 484 and the Project in 2012 and 2013. This initiative aimed at training and helping youths find employment and establish companies with mentorship guidance by local and international experts who transferred know-how acquired in the foreign labor market. Within the program, Group 484 provided entrepreneurship assistance for 19 youth teams who worked on developing business ideas, 15 of which received in-kind start-up grants. The program covered 12 municipalities in the Novi Pazar, Vranje and Uzice-led inter-municipal cooperation areas. Unicredit Bank awarded twelve grants, each valued at 1,200 euros, while the Project provided three grants of the same value.

Indicator	LOP target	Sep2013 target	Sep2013 status
12. Number of initiatives involving dialog between the public, private and civil sectors	58	30	33

Definition: This indicator measures initiatives to dialogue with the public, including those not oriented towards job creation. However, as this is an important indicator of LG transparency and accountability the Project will continue to report and follow significant attempts to dialogue with the public (conferences, public hearings etc.). There is a challenge in capturing all initiatives to dialogue with the public, for example in-office visits are very hard to gather due to limited Project and LG resources.

Status: 33 initiatives since the beginning of the Project implementation

Comments: Twelve (12) initiatives in this reporting period:

1. Economic forum in Nis
2. Economic forum in Vranje
3. Economic forum in Kraljevo
4. Economic forum in Novi Pazar
5. Economic forum in Uzice
6. Two forums, in Cajetina and Priboj to determine local and regional priorities, making process of setting priorities for sustainable development more visible and to engage citizens with it.
7. Sandzak Committee for protection of Human Rights and freedoms held conference on the topic "Financing CSO from the local budgets"
8. BID, Palgo and NSJ CSOs organized the final conference "Corruption and Local Economic Development."
9. Three round tables, titled Diaspora as a Resource for Local Development – Uzice, Novi Pazar and Vranje
10. Promotion of 6 local mobile teams in Kikinda, Vranje, Novi Pazar, Sjenica, Vladicin Han and Bujanovac
11. Youth Business Serbia award
12. Promotion of KOMS youth networking guide.

ANNEX A

New Criteria Programs and IMC Economic Development Projects

Vranje IMC - The goal of this concept, titled “Invest on Corridor 10,” is to attract at least five new investments in Greenfield or Brownfield sites, which will create at least 1,500 new jobs by June 2015.

Project 1: Investment attraction

The key partners in this endeavour are municipal LED offices of Vranje (as the IMC leader), Bujanovac, Presevo, Vladicin Han, and Confindustria Serbia.

Activities: FDI coaching; workforce development

Nis IMC – The goal of this concept is to increase the IMC’s dollar value of processed food products sold by at least 15 per cent by June 2015. The Project’s key partner in this initiative is the City of Nis, primarily its Agriculture Department and LED office.

Project 1. Building capacity of Niš Food Processing Support Center and Leskovac Technology and Food Processing Center

Activities: Web-based database for supply-demand data exchange; support in designing training program

Project 2. Investment attraction in Niš IMC

Activities: FDI coaching; Brownfield redevelopment

Uzice IMC – This concept, titled “Uzice Regional Value Chain,” is designed to increase purchases of IMCA products and services by the Anchor Tourism Industry by 10 percent by June 2015. The key partner in this project is the Regional Development Agency (RDA) Zlatibor.

Project 1. Value chain development between tourism industry buyers and potential vendors in the IMC area.

Activities: Value chain analysis; follow up activities to promote local products with market potential.

Project 2. Investment attraction in the IMC area

Activities: FDI coaching; geodetic survey and topographic plan for Ponikve Airport; development of investor-ready sites.

Subotica IMC – The goal of this concept, “Subotica IMC Agribusiness Expansion,” is to increase sales (export and domestic) of agricultural products by 10 percent by June 2015. This concept will engage the LED offices of three IMCA LGs around three specific projects:

Project 1. A laboratory for agriculture products in Subotica.

Activities: Provision of equipment for the Laboratory for testing quality of agricultural products and export certification in Subotica. The Project is also providing technical support to local apple producers to gain a certificate for geographic indication, and organize sales mission.

Project 2. An agricultural training center in Sombor

Activities:

Project 3. A logistics/distribution center for agricultural goods in Kanjiza.

Activities: Support to PPP for the logistics/distribution center through NALED grant; technical assistance for distribution of products to Belgrade wholesale market.

Project 4. Investment attraction (FY2014)

Activities: FDI coaching

Zrenjanin IMC – This concept is named “Diversification of Agriculture – New Jobs for Rural Youth,” and its goal is to increase IMC production of vegetables ultimately marketed to processors by 20 percent by June 2015. Key partners in this activity include LGs Zrenjanin, Kikinda and Novi Becej, two associations of agricultural producers: Banatska Lenija and Carska Basta; and the extension service of the Ministry of Agriculture.

Project 1. Establishing Agriculture Business Incubator

Activities: TA for the Agri Business incubator operations; equipping three municipal incubators; demand analysis.

Project 2. Investment attraction (FY 2014)

Activities: FDI coaching

Novi Pazar IMC – The “Novi Pazar – Entrepreneurship that Sells” concept aims at increasing total exports of the sectors assisted by the Project by 10 percent by June 2015, and the key partner in this activity is the Sandzak Economic Development Agency.

Project 1. Increasing sales and exports of denim sector SMEs.

Activities: international STTA; sector analysis and recommendations;

Project 2. Increasing sales and exports of furniture sector SMEs.

Activities: international STTA; sector analysis and recommendations;

Project 3. (for consideration in FY2014) District heating

Activities: Biomass Study (completed in FY2012); STTA in cooperation with KfW credit line project as possibility in FY2014.

Novi Sad IMC – The goal of this concept, “Metro Novi Sad: First Place for Business,” is to add 1,500 new jobs to the IMC area as a result of activities set in motion by the Project by June 2015.

Key partners: ICT Cluster, Metal Cluster, LED Office Beocin and LED offices in Novi Sad, Temerin and Sremski Karlovci.

Project 1. Market expansion of Vojvodina Metal Cluster

Activities: Increase the volume of business opportunities by providing a system that will help VMC member companies understand needs and decrease response time to international inquiries.

Project 2. Investment attraction

Activities: Provision of technical documentation for industrial park development in Beocin, Temerin and Novi Sad; FDI coaching.

Kraljevo IMC – “Competitiveness through Innovation” is the concept that aims to support at least 50 innovations, which will lead to new SME sales in the marketplace by June 2015. Key partners are Impuls Center Kraljevo, Technology Park Cacak, and LED municipal offices.

Project 1. The Kraljevo IMC area's economic profile reveals a preponderance of manufacturing in diverse sectors, mostly by SME remnants of large Communist companies, with pockets of more sophisticated and export-oriented companies. The Project will work on building a culture of dialogue and innovative collaboration between SMEs and academia, and Berman Group will initiate analysis of a potential Technology Park and develop the operational concept. As part of one SoW Kraljevo will be part of Research Serbia's science/engineering/business gap.

ANNEX B

Overview of the Capacity Improvements in the Project-assisted Local Governments

Table: Overview of the capacity improvements in the Project's partner local governments

Capacity improvement City/ municipality	1. improved <u>asset management</u>	2. improved <u>management and monitoring of public utility companies</u>	3. better managed inventory, prioritization and commercialization of <u>brownfield investments</u>	4. improvements made by municipalities in accordance with the <u>BFC standards</u> (if there is at least one improved capacity, measured by the BFC criteria)	5. <u>established/supported business related services/procedures (including agribusiness)</u> (if a local government supported the establishment of a mechanism that helps business sector to grow).
Vranje				FDI coaching improved municipal capacity for targeted marketing.	Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training
Bujanovac	Provided support in resolving legal deficiencies in assigning land lot for construction of the Economics Faculty (financed through EU grant)		On-going support in marketization of the "Vrelo Prohorovo" Bujanovac Spa	Support provided in data basis development, investment brochure preparation, changing web page structure, improving technique for distribution of investment promotion materials and establishment of the one-stop shop for construction permitting. Bujanovac successfully passed evaluation phase in BFC in July 2013. FDI coaching improved municipal capacity for targeted marketing	Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training
Preševo				FDI coaching improved municipal capacity for targeted marketing	Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training
Vladičin Han	Resolving proprietary issues in providing land lot for German investor (led bulbs); mentored by Uzice in introducing modern asset management practices		On-going technical assistance in resolving proprietary issues / obstacles to marketization of the brownfield projects	SCTM provides support to LEDO (TA within SLD grant) to improve quality of the databases (greenfield, brownfield), promotional materials and techniques for targeting	Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training

Capacity improvement City/ municipality	1. improved <u>asset management</u>	2. improved <u>management and monitoring of public utility companies</u>	3. better managed inventory, prioritization and commercialization of <u>brownfield investments</u>	4. improvements made by municipalities in accordance with the <u>BFC standards</u> (if there is at least one improved capacity, measured by the BFC criteria)	5. <u>established/supported business related services/procedures (including agribusiness)</u> (if a local government supported the establishment of a mechanism that helps business sector to grow).
				potential investors and strategies for communication with existing businesses.	
Niš	Analyses of the opportunities for new investments on land lots used by five companies in financial difficulties	TA provided - management practices aligned with new regulatory framework (quarterly reporting, performance indicators, and more transparency and clearer criteria for subsidizing PUCs).	For four brownfield projects action plans developed, most important institutional and legal issues resolved and process of promotion and marketization initiated.	FDI coaching improved municipal capacity for targeted marketing	Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training; Supported by NALED in development of the PPP project initiative (establishment of the Fruit Growing Regional Research and Development Center)
Leskovac					Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training
Gadžin Han	Support in institutional set-up for property inventorying; mentored by Uzice in introducing modern asset management practices				Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training
Doljevac	Support for institutional set-up for property inventorying	TA provided - management practices aligned with new regulatory framework (quarterly reporting, performance indicators, and more transparency and clearer criteria for subsidizing PUCs).		FDI coaching improved municipal capacity for targeted marketing	Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training; Supported by NALED in development of the PPP project initiative (Regional Market Center)
Merošina	Support for institutional set-up for property inventorying; mentored by Uzice in introducing	TA provided - management practices aligned with new regulatory framework (quarterly reporting,		SCTM provides support to LEDO (TA within SLD grant) to improve quality of the promotional materials and	Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through

Capacity improvement City/ municipality	1. improved <u>asset management</u>	2. improved <u>management and monitoring of public utility companies</u>	3. better managed inventory, prioritization and commercialization of <u>brownfield investments</u>	4. improvements made by municipalities in accordance with the <u>BFC standards</u> (if there is at least one improved capacity, measured by the BFC criteria)	5. <u>established/supported business related services/procedures (including agribusiness)</u> (if a local government supported the establishment of a mechanism that helps business sector to grow).
	modern asset management practices	performance indicators, and more transparency and clearer criteria for subsidizing PUCs).		techniques for targeting potential investors. FDI coaching improved municipal capacity for targeted marketing.	SCTM training and distance learning training
Novi Sad				SCTM provides support to LEDO (TA within SLD grant) to adequately identify and implement PPP projects. FDI coaching improved municipal capacity for targeted marketing.	Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training
Temerin				FDI coaching improved municipal capacity for targeted marketing.	Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training
Beočin				Support provided in data basis development and preparing Business Attitude Survey. FDI coaching improved municipal capacity for targeted marketing	Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training On-going support in implementation of the IZ (PPP with Lafarge) – resolving proprietary issues and development of the planning documents
S. Karlovci				FDI coaching improved municipal capacity for targeted marketing.	Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training
Novi Pazar	Support for institutional set-up for property inventorying; mentored by Uzice in introducing modern asset management	TA provided - management practices aligned with new regulatory framework (quarterly reporting, performance indicators, and more		SCTM provides support to LEDO (TA within SLD grant) to improve quality of the databases (workforce, companies, available greenfield and	Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning

Capacity improvement City/ municipality	1. improved <u>asset management</u>	2. improved <u>management and monitoring of public utility companies</u>	3. better managed inventory, prioritization and commercialization <u>of brownfield investments</u>	4. improvements made by municipalities in accordance with the <u>BFC standards</u> (if there is at least one improved capacity, measured by the BFC criteria)	5. <u>established/supported business related services/procedures (including agribusiness)</u> (if a local government supported the establishment of a mechanism that helps business sector to grow).
	practices	transparency and clearer criteria for subsidizing PUCs).		brownfield locations), promotional materials and techniques for targeting potential investors	training, Support to City to efficiently address imminent waste water challenge with denim producers (pre-treatment facility installation)
Sjenica	Support for institutional set-up for property inventorying	TA provided - management practices aligned with new regulatory framework (quarterly reporting, performance indicators, and more transparency and clearer criteria for subsidizing PUCs).		SCTM provides support to LEDO (TA within SLD grant) to improve quality of the promotional materials and techniques for targeting potential investors	Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training
Tutin	Support for institutional set-up for property inventorying	TA provided - management practices aligned with new regulatory framework (quarterly reporting, performance indicators, and more transparency and clearer criteria for subsidizing PUCs).			Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training Supported by NALED in development of the PPP project initiative (purchasing, processing and packaging of the forest fruit, mushrooms and medical herbs)
Kraljevo	Support for institutional set-up for property inventorying			Support provided in data basis development, facilitation of the process of adoption of the strategic document (City Economic Development Strategy), changing web page structure, and improving techniques for distribution of investment promotion materials.	Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training
Čačak					Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training

Capacity improvement City/ municipality	1. improved <u>asset management</u>	2. improved <u>management and monitoring of public utility companies</u>	3. better managed inventory, prioritization and commercialization of <u>brownfield investments</u>	4. improvements made by municipalities in accordance with the <u>BFC standards</u> (if there is at least one improved capacity, measured by the BFC criteria)	5. <u>established/supported business related services/procedures (including agribusiness)</u> (if a local government supported the establishment of a mechanism that helps business sector to grow).
G. Milanovac					Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training
V.Banja	Support for institutional set-up for property inventorying			Support provided in data basis development, facilitation of the process of adoption of the strategic document (City Economic Development Strategy), changing web page structure, and improving technique for distribution of investment promotion materials.	Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training
Raška					Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training Supported by NALED in development of the PPP project initiative (Recycling Yard)
Užice	Facilitated role of the Uzice as an asset management mentor for group of SLD municipalities			SCTM provides support to LEDO (TA within SLD grant) to improve HR strategy and to analyze technical capacities of the LEDO with recommendations for improvements	Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training
Čajetina				SCTM provides support to LEDO (TA within SLD grant) to improve quality of the promotional materials and techniques for targeting potential investors	Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training
N.Varoš		TA provided - management practices aligned with new regulatory framework (quarterly reporting,			Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through

Capacity improvement City/ municipality	1. improved <u>asset management</u>	2. improved <u>management and monitoring of public utility companies</u>	3. better managed inventory, prioritization and commercialization of <u>brownfield investments</u>	4. improvements made by municipalities in accordance with the <u>BFC standards</u> (if there is at least one improved capacity, measured by the BFC criteria)	5. <u>established/supported business related services/procedures (including agribusiness)</u> (if a local government supported the establishment of a mechanism that helps business sector to grow).
		performance indicators, and more transparency and clearer criteria for subsidizing PUCs).			SCTM training and distance learning training Supported by NALED in development of the PPP project initiative (Biomass Co-Generation Project)
Prijepolje		TA provided - management practices aligned with new regulatory framework (quarterly reporting, performance indicators, and more transparency and clearer criteria for subsidizing PUCs).			Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training Supported by NALED in development of the PPP project initiative (Regional Cooling Chamber)
Priboj		TA provided - management practices aligned with new regulatory framework (quarterly reporting, performance indicators, and more transparency and clearer criteria for subsidizing PUCs).		SCTM provides support to LEDO (TA within SLD grant) to improve quality of the promotional materials and techniques for targeting potential investors	Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training
Subotica			Support to revitalization of the former military barracks Kosta Nadj in Subotica (provided legal assessment and action plan for negotiation with RoS Property Directorate)		Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training
Sombor					Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training
Kanjiža					Strengthened capacities of the LEDO and municipal officials in investment

Capacity improvement City/ municipality	1. improved <u>asset management</u>	2. improved <u>management and monitoring of public utility companies</u>	3. better managed inventory, prioritization and commercialization of <u>brownfield investments</u>	4. improvements made by municipalities in accordance with the <u>BFC standards</u> (if there is at least one improved capacity, measured by the BFC criteria)	5. <u>established/supported business related services/procedures (including agribusiness)</u> (if a local government supported the establishment of a mechanism that helps business sector to grow).
					attraction and retention – through SCTM training and distance learning training Supported by NALED in development of the PPP project initiative (Agro-industrial Logistic Center)
Zrenjanin	Mentored by Uzice in introducing modern asset management practices; supported by NALED in development of the PPP project initiative (Terra Panonica)			SCTM provides support to LEDO (TA within SLD grant) to improve quality of the promotional materials and techniques for targeting potential investors	Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training
Kikinda	Mentored by Uzice in introducing modern asset management practices				Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training
Novi Bečej	Initial support in property registration and introducing modern asset management practices				Strengthened capacities of the LEDO and municipal officials in investment attraction and retention – through SCTM training and distance learning training